

Summer 2005

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Valparaiso University Guild

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Recommended Citation

Valparaiso University Guild, "Summer 2005" (2005). *Valparaiso University Guild Bulletins*. 149.
https://scholar.valpo.edu/guild_bulletins/149

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Current members are the success of today's Guild and will be the heart of the future. This special edition of the Bulletin is dedicated to sharing the progress of the Guild Advisory Team (GAT). Please READ it, reread it and reread it again! Refer to the updates the GAT has already sent. Talk to Guild friends. Bring this publication to summer Guild meetings. Share impressions with the GAT. Give this Bulletin to people who should join. Participate in this exciting transition.

DEAR GUILD MEMBER:

What a journey we have embarked on as we have all committed to finding the best path for our Guild to follow into the 21st Century! As members of the Guild Advisory Team (GAT), we thought we were passionate about supporting Christian higher education at Valparaiso University before. But as we have embraced the responsibility that you entrusted us with, we have come to KNOW that God has a purpose for the Guild as an instrument to achieve His purposes.

We know you share our passion. We have heard, appreciated, and reacted to your words of encouragement. Let us share some of the inspiration you have given us!

"The information sent to members by the GAT gives me hope for the future of the Guild, and confidence in the direction we are trying to go."


– Kathy Bardenbagen, Racine, WI

"I personally have wonderful memories of the "old Guild," but that was 30 years ago... Our whole lives have changed since then and the Guild must too. You are all in my prayers." – Chita McKinney, Rochester, NY

"I think strengthening individual ties to a national organization is a great idea... I want to support the Guild and Valpo and I think I would be better able to do that if it were more of a national organization... Thank you for your hard work. May God continue to bless you as you guide the Guild into the future." – Kathi S. Sterling, Palos Heights, IL

The GAT has faced a variety of challenges, however. Each chapter has its own views about the Guild's strengths and weaknesses. While this has sometimes made it difficult to see the forest for the trees, we consistently look holistically at the Guild, its place in service to VU, and its place in response to God's call.

The GAT's hope for the future is strong. Your encouragement and the support of the University's leadership confirm that our passion has a place. Together we can maximize the potential awaiting us as we walk through the door of opportunity in front of us.

The work of the GAT is not yet complete. We continue to work through legal matters, communication plans, and transitional issues. We pledge to give you our very best effort. We ask you to promise your best effort. We cannot ensure the future of the Guild without you! 

The Guild Advisory Team

The Future is Calling Members to...

- **Share a Vision** with others who exemplify the ideals of Valparaiso University.
- **Join a Winning Team** which has proven that collective effort can serve VU more effectively than one member alone can do.
- **Value Volunteering** by offering gifts of time and talent to see Valpo succeed.
- **Enjoy Freedom** of returning to a more simplified way of operating.
- **Partake in Fellowship** making new friends and keeping the old ones!
- **Donate Consistent Support** to Valparaiso University in an endowment that will grow over time to allow more and more student support.
- **Continue a Legacy** which gives what Guild founders originated 75 years ago a fresh beginning.
- **Support Valparaiso University** as a part of a Christian women's volunteer network.
- **Directly Impact Valpo Students** by influencing students' brief duration at Valparaiso University and providing the resources and care that will enhance their student experience.
- **Commit to a Dream** which will exceed any greatest expectation for generations to come.





WITH ONE VOICE

By Susan Dippold

As the Guild Advisory Team (GAT) makes progress, the only certainty is that the Guild needs to make dramatic changes to ensure its survival. At Convention, members endorsed the team exploring all possibilities. In reality, each of us has personal

attachments to the Guild we have known that will be hard to let go. However, in letting go, we free ourselves to explore a beginning that strengthens our commitment to Valparaiso University students.

Last November, Susan Hooker ('66) facilitated the GAT meeting. Susan serves on the University's board of directors and knows the Guild through her mother, Ella Pennekamp, and sister, Anita Unrath.

Susan led an exercise where the team listed compelling and restraining forces. Compelling forces will *help* the organization reach its desired results. Some examples include evolving University needs, the success of Guild scholarships and Campus Gift grants and shifts in society—specifically the role of women.

Restraining forces are what *binders* the organization from reaching its desired results. Examples of restraining forces are tradition, cumbersome structure and member burnout.

The goal of the GAT is to reduce the restraining forces that are blocking our progress while taking advantage of the compelling forces that will propel the Guild forward.

One resource that the team has found to be helpful is the book *Managing Transitions: Making the Most of Change* by William Bridges. Bridges outlines three phases that people go through in the change process.

1. *Letting go of the old ways and the old identity.*
2. *Going through an in-between time, a transition, when the old is gone but the new isn't fully operational.*
3. *Coming out of the transition and making a new beginning.*

As the GAT outlines strategies to overcome the challenges the Guild currently faces, accepting the transition will make the process successful. Guild members and the University community will need to let go of our old organization and embrace the new.

While I admit it is scary to enter a period of transition, I foresee a fresh beginning for the Guild. This beginning would please our Guild founders who also faced an unknown future 75 years ago. It is time to set our fears aside and get to work, as we always have, continuing a legacy that will enhance the student experience at Valparaiso University. 🔥

Guild members may join the GAT in reading three books dealing with change:

- *Managing Transitions: Making the Most of Change* (William Bridges)
- *From Good to Great* (Jim Collins)
- *Leading Change* (John P. Kotter)

GAT members possess varying connections to Valparaiso University. Together they have 122 years of Guild experience, a common love of the Guild and a sincere desire to see the organization succeed. The following biographies introduce these dedicated women.

Jennifer Campbell ('03) — Jenn is a Valpo Law student and a law clerk. Jenn has worked in the Guild office for four years and currently responds to membership inquiries. 219-477-3844

Christine DeLooze ('90) — Christine is the Guild's current VP for Marketing and Communication. She joined the Guild shortly after graduating and has served in local and national leadership positions. Christine lives in the Rochester, NY area and works as a marketing specialist for a consulting company. 585-359-1551

Susan Dippold ('80) — Susan has served as the Guild's national president since September 2002. Prior to 2002 she held local and national leadership positions including national secretary. Susan lives in Huntersville, NC and works as a nurse. 704-875-6574

Michele Karpenko ('67 & mom) — Michele, who joined the Guild in 1990, is the Guild's national secretary. Her husband Bill is the University's former Director of Church Relations. One of Michele's three children, Greg, graduated from VU. Michele lives in Valparaiso and works as a pediatric physical therapist. 219-477-5422

Candace Kilpinen ('89) — Candy works as a pre-school teacher and direct sales consultant. Her husband Jon is VU's Department of Geography and Meteorology chair. Candy joined the Guild shortly after graduating to meet people in a new community. She has since used her Valpo enthusiasm locally and nationally. 219-531-0234

Judy Michaels ('66) — Judy joined the Guild in 1971 and has served as chapter president and on national committees. Judy is currently the VP for Guild Affairs. She lives in California and works as a substitute elementary school teacher. 925-820-5414

Lois Mitchum (mom) — Lois joined the Guild in 1988 when her daughter Kathy was admitted to VU. After Kathy graduated in '93 Lois remained active serving at a local and national level. She is the Guild's national treasurer. Lois lives in Laurens, SC and works for Gerber Childrenswear as an accountant. 864-575-3767

Sandy Paukner (mom) — Sandy is the parent of two VU graduates: Scott ('00) and Kristy ('02). She joined the Guild in 1998 to be involved with an organization that supported VU students. Sandy has been a local chapter president and fundraiser coordinator. Sandy works as a dental hygienist and lives in New Berlin, WI. 262-782-2588

Bev Wick ('66) — Bev became a member of the Guild in 1979 to connect with other VU supporters in the Puget Sound area of Washington state. Bev has held many national and local leadership positions including national president, project chair for the Undergraduate Research Endowment, chapter president and local fundraising chair. 425-746-7785

Julie Thomas, Executive Director, julie.thomas@valpo.edu
K Creative Group, Chicago, IL, Design

The *Guild Bulletin* is published three times annually by the Valparaiso University Guild, Inc.; Kretzmann Hall, 1700 Chapel Dr., Valparaiso, IN 46383 (phone: 219-464-5315, toll-free: 800-748-4538; fax: 219-464-5381, web: www.valpo.edu/guild). The Valparaiso University Guild is a non-profit network of Christian women committed to the success of Valparaiso University.

Guild Advisory Team Proposals

While there are still details to work through, the Guild Advisory Team (GAT) is pleased to present the initial results of its comprehensive efforts to “redesign the Valparaiso University Guild, creating a vision and purpose focused on meeting current Valparaiso University campus and student needs, within an efficient organizational and financial structure to support this purpose.” With this charge from Convention 2004, the GAT proposes the following foundational elements to extend the legacy of the Guild into the 21st century and beyond.

This proposal purposefully honors the contributions of all Guild members over the last 75 years who have sought to advance the mission of Valparaiso University. These women have worked to position this organization to take a dramatic leap into the next generation of servanthood in the Lord’s kingdom at Valparaiso University.

MISSION: Enhancing the Student Experience

PROPOSAL: Embrace a defined mission: “*The Valparaiso University Guild commits to enhancing the student experience while exemplifying the University’s ideals of scholarship, freedom and faith.*”

RATIONALE: It is critical that all efforts be focused on a specific cause to maximize the impact of the service volunteers give. This mission statement unites members in service to current students by providing scholarships, campus grants and direct services. It differentiates the organization from other campus volunteer organizations. It raises to the forefront a shared belief in Christian higher education as offered at Valparaiso University.



Guild members “enhanced the student experience” by contributing to a student organized project to return the kissing bridge to campus.

“I’m excited about the changes the Guild is making on the national level...Hopefully, with less “layers,” the Valpo Guild can continue to thrive.” – *Sandy Hallman, Rockford, IL*

NATIONAL CONNECTION: Relating to Individual Members

PROPOSAL:

- **Empower individual members**—as the primary and most valued structural unit—to support the mission.
- Implement **voting procedures** so every member has the opportunity to select grant recipients and national board members.
- Collect **annual member contributions** centrally in the national office.
- Build **member connections** through:
 - ~ **Nationally-initiated activities** to effectively utilize the time, talents and treasures of members.
 - ~ **Publications** highlighting volunteer contributions and opportunities for member involvement.
 - ~ An improved **interactive website** eventually offering online membership renewal, web events and chat-rooms.
 - ~ **National meetings** incorporating fellowship, personal growth and service opportunities.
 - ~ Member-initiated activities **inspired by the interests** of individual members taking initiative because of a commitment to enhancing the student experience.
 - ~ **Mentoring and nurturing** members called to share gifts with Valparaiso University.
- Utilize nine-member **board of directors** to carry forth the vision of the new organization. The directors will serve staggered terms and appoint from among themselves a chair and secretary, which is mandatory by state law, for one-year terms. Other positions will be filled as deemed necessary by the board. The chair will represent the organization as a member of the University board of directors.

RATIONALE:

- **Increase membership:** With this shift toward focusing on the individual member’s abilities, the new organization will attract a broader base of individuals interested in enhancing the student experience. This approach allows members to personally define how they will use their talents in short-term and specific ways. Centralized membership recruitment and retention efforts will identify individuals interested in supporting Valparaiso University students.

“I thank the Lord that we have people like you still active in the Guild... Great job! You give me hope that the Guild will continue and the focus is headed in the right direction with great leadership.” – Joanne Gatz, Arcadia, MI

- **Offer member consistency:** Members who move will no longer have to transfer membership. Joining in Washington DC will be the same as joining in San Diego, CA or Waco, TX or Chicago, IL.
- **Simplify organizational structure:** Opportunities for service, networking and leadership will intentionally connect members to the University.
- **Personalize responsibilities:** Individual members will be ambassadors in local communities in ways that are personally meaningful.
- **Strengthen member voice:** Voting privileges will be in the hands of each member rather than only members attending Convention.
- **Attract national leadership:** A larger team of board of directors will oversee strategic issues. This will attract volunteers who are interested in serving the national organization, yet were unable to commit to the level of service demanded of past national officers.
- **Achieve greater efficiency and consistency:** Professional on-campus staff will guide the day-to-day operations now managed by national leaders such as paying invoices, sending receipts and thank you letters for contributions, writing communication pieces and directing membership recruitment initiatives.

CAMPUS CONNECTIONS — Building Strong Campus Partnerships to Maximize Success

PROPOSAL: Report within the Office of Institutional Advancement while maintaining an independent identity as a non-profit corporation. The Guild will institute a Student Advisory Council to advise the Guild staff and board of directors.

RATIONALE: With the success and growth of Valpo, University personnel now perform many activities once carried out by the Guild. Joining the Office of Institutional Advancement will increase the organization's visibility on campus and among Valpo supporters. It also will improve staff efficiencies and the Guild's access to resources. A stronger campus partnership will strengthen the Guild's ability to grow. Students, as the benefactors of the effort, will become part of the process.

FINANCIAL PARADIGM SHIFT — Assuring the Legacy of the Guild

PROPOSAL: Aggregate as many of the existing financial resources as possible into one endowment to ensure a ceaseless financial legacy.

RATIONALE: Annual tax-deductible membership contributions plus any funds raised from nationally or member-initiated fundraisers will generate sufficient income to fund a variety of campus gifts to enhance the student experience without relying on the University for financial support. Instead of raising funds then depleting the bank account to fulfill a project pledge, funds will be invested to build financial stability plus fund projects that enhance the student experience. As witnessed through the cookbook scholarship, funding an endowment will allow for a lasting, consistent and growing contribution to the University.

What YOU can do NOW to assist the Guild

- Renew your membership
- Invite others to join this promising organization now so they are founders in a new organization
- Support the 2003–2006 national project
- Attend Guild meetings
- Respond to GAT questions on the back page
- Pass this newsletter on to prospects
- Embrace Guild optimism, looking forward to continued success with Christian hope and reliance upon the grace of God

FUNCTIONAL MODIFICATIONS — Creating Elements to Foster the Future Success

PROPOSAL: Encourage personal connections by developing new opportunities for fellowship, service and fundraising that will be accessible to every member. Membership management will take place at the national level rather than the local level to revitalize and expand volunteer participation. Without local chapter officers, the IRS will not recognize subordinate units of the organization making it necessary to close local checking accounts.

RATIONALE: Current Guild chapters, despite some noble efforts, are not growing. The Guild is failing to reenergize chapters as seen by the number of chapters disbanding or expressing significant problems. New chapters are not being formed at all, let alone at the rate needed to sustain growth. By focusing on chapters, Four Winds members have not been given tangible opportunities to serve VU students. There will be opportunities for members to serve beyond a geographical border. These modifications will open opportunities for members to find meaningful connections that match their interests.

PROPOSAL: Host an annual gathering rather than the traditional convention.

RATIONALE: As voting takes place through mail or online, there will be less business to conduct in person. This frees the organization to offer attractive gatherings that incorporate fundraising, service opportunities, spiritual growth, fellowship and a deeper connection to Valparaiso University.

PROPOSAL: Identify a national fundraiser that has the marketability and ability to involve a breadth of volunteer support and talent.

RATIONALE: Following the successful example of the Guild's cookbook project, new products will be considered to use members' creative talents, build teamwork and generate endowment funds.

CONCLUSION — Transforming for a Long and Vital Future

The GAT feels strongly that the Guild should continue. The University fully supports this intention. Research leads the team to believe, however, that the Guild will NOT continue without these proposed changes. These proposals have the best interests of the national organization at heart. Clearly, change cannot happen overnight. As details are added to this proposal, a transition plan will be created to allow the changes to take place in a methodical, logical way. **We will rely on the continued commitment of current Guild members to lead us through this transformation successfully.** 🔥

Here are some examples of how members have already been initiating activities that will be appropriate for all members to initiate in the future.

Summer Send-offs - Hosting groups of current students during the summer to introduce the new students and their families to other students and families from the area.

Direct Sales Fundraisers - Members have hosted direct sales parties for their non-Guild member friends to raise funds for the Guild. The benefit the host typically receives in product is given directly to the national Guild.

Christian Women's Conference - The committees that have planned the last three Christian Women's Conferences have come from different chapters or Four Winds to use their personal talents to plan a weekend of spiritually fulfilling programming.

Winetasting Event - Members have attended winetasting demonstrations by paying a small fee (that was given to the presenter to cover expenses). In addition to being a social gathering, a percentage of proceeds from the bottles sold went to the national Guild.

Fundraising Nights - Members have enjoyed getting together at a local restaurant on a designated night. The restaurant donates a portion of the proceeds to the Guild.

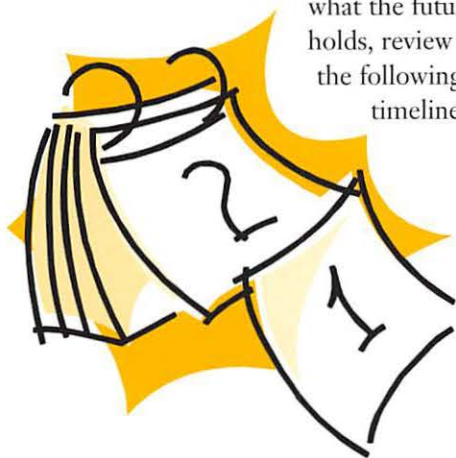
Matching Funds - Members have sent in tax-deductible donations with a matching gift form so a company will match the individual's donation. Oftentimes listing volunteer hours results in more matching funds.

What ideas do you have for enhancing the student experience, fundraising or gatherings?

Timeline to the Future

How did we get here? To help in understanding the GAT's process and

what the future holds, review the following timeline.



September 2004

- At Convention Guild members approve the formation of GAT and share their vision for the Guild in ten years.

October 2004

- GAT reviews Guild member input and studies publications on change management.

November 2004

- Susan Hooker, a professional change consultant and a member of the Valparaiso University board of directors, works with the GAT to identify obstacles that prevent the Guild from reaching its desired vision.
- GAT refines the mission statement to focus it on enhancing the student experience.
- Guild.Team@valpo.edu address established for direct member input.
- On-campus meetings to inform University President and administrators on progress.
- GAT subcommittees begin to resolve challenges related to Organizational, Business, Fiscal and On-campus structures.

"I compliment the Guild Advisory Team for the hard work and thoughtful suggestions being made. I anticipate a renewed focus and new energy for the continuation of the Guild, and I will be very happy to be an active member although far from the campus." ~ Ruth Finkelstein, San Mateo, CA

January 2005

- GAT concludes that in the future:
 - ~ Members will pay dues directly to national office;
 - ~ An elected board of directors will oversee the organization;
 - ~ The Guild office will reposition itself with the Office of Institutional Advancement; and
 - ~ The Guild will continue to have representation on University board of directors.

February 2005

- Guild members receive GAT Update I: Our New Mission.

April 2005

- Guild members receive the GAT Update II: A National Connection.
- President Harre and Vice President Dick Maddox (Office of Institutional Advancement) support the Guild's preliminary vision.
- A professional parliamentarian is consulted on amending bylaws and updating Articles of Incorporation.
- GAT concludes that the future members will:
 - ~ Build an endowment to support funding grants to enhance the student experience;
 - ~ Discontinue traditional chapter and area leadership roles to lessen the burden on leaders so they and other members have more opportunity to volunteer; and
 - ~ Give tax-deductible contributions in place of traditional dues to support endowment.

Summer 2005

- Guild members receive GAT Update III: Campus Connection.
- Guild members receive a State of the Valparaiso University Guild memo outlining the opportunities and challenges facing the organization.
- Guild members receive special edition of Guild Bulletin with GAT proposal to prepare for summer meeting with chapter to discuss the GAT decisions to date.
- Members meet at local level to discuss GAT proposal and select representative for Executive Council.
- Guild presents its plan to the University board of directors' Public Relations and Development committee.
- GAT pursues legal and financial advice regarding new financial paradigm.
- Amendments to bylaws drafted.



September 23-25, 2005

- Executive Council: Chapter representatives will review the GAT proposal and discuss members' questions, concerns and support. Chapter representatives will receive training to work through the transition period. Guild Special and Guild Grant recipients will be selected. A vote of confidence will gauge overall membership support before proceeding into a transitional mode of operations. Draft of bylaw amendments will be presented.

October 2005 – April 2006

- Preparations will be made so the organization can begin the transition immediately after the Guild membership approves the GAT proposal.
- Proposed bylaw amendments will be mailed to each member.
- Every member will continue to receive updates and will have the opportunity to help develop a refreshed organization by soliciting new members, and/or serving on a committee to determine national activities and fundraisers.

May 2006

- Every Guild member is invited to cast a vote in support or against the GAT's proposal at the Guild's 75th Convention and Anniversary Celebration May 5-7, 2006. Upon approval, the organization will begin a multi-year transitional period. Upon rejection, the Guild will begin proceedings to disband.
- Give those in attendance the opportunity to be "charter members" of a new start.

Assuming approval, the following steps will be taken:

May 2006

- Members elect board of directors at Convention.
- Members amend bylaws at Convention.

July 1, 2006 – June 30, 2007

- Members will vote for recipients of grants with their annual membership renewal, both returned directly to national office.
- Members will possibly have the opportunity to support the organization at a lifetime membership level.
- Chapters will fundraise as usual with the goal of building the endowment.
- Chapters will determine how they prefer to continue to interact with each other—socially, for service projects, etc.
- Members will be invited to attend annual gathering on campus.
- National will begin to initiate national activities and fundraisers.
- By June 30, 2007, chapters will close their checking account forwarding the balance to the national to put toward the endowment.
- A membership drive will target potential members.

July 1, 2007 – June 30, 2008

- In addition to what is listed above, members will:
 - ~ Vote by mail on grant recipients and board of directors.
 - ~ Contribute and fundraise to build the endowment.
 - ~ Begin serving a revitalized organization.

Beyond July 1, 2008

- University celebrates its 150th anniversary with continued membership support.
- An endowment annually generates funds at a level beyond today's annual giving to Valparaiso University.
- Members serve as ambassadors, excited about contributing to the progress of Valparaiso University.
- Valparaiso University students recognize that the membership actively enhances their experience. 🔥



Students studying in Cambridge (c-75) benefited from a Guild grant to fund a new projector.

"My wish for the Guild in the future is that you continue your interest in this great organization; that you accept the challenge which lies ahead of you so that the work which we do for the University reaches a still-higher standard. In 35 more years Guild history will point to the year 2001. Can we hand the torch to others who will follow us so that the flame will continue to glow brightly?"

– Bernice Ruprecht, 1966

SAVE THE DATE!

SEPTEMBER 23-25
Executive Council

OCTOBER 7-9
Homecoming

OCTOBER 28-30
Family Weekend

MAY 5-7, 2006
75th Anniversary

You are welcome to contact the GAT at Guild.Team@valpo.edu

Frequently Asked Questions

Questions Addressing WHAT TO DO NOW?

Should we elect chapter officers?

Chapter officers will be critical to assist the national organization in making this transition. Chapter leaders will connect members with the new opportunities to get involved.

Should we still pay dues?

For the 2005–2006 fiscal year, continue to pay dues through the chapter's treasurer at the same rate. Dues paid now will be allocated 15% to office endowment, 35% to Valpo Fund and 50% to operating costs and the project fund.

Why raise funds when it is not certain that the Guild will continue?

The Guild still has its 2003–2006 project commitment. It continues to be important to fulfill the pledge toward the Union, the campus grants and the responsibility of building an endowment.

Questions Addressing WHAT TO EXPECT?

Why will the Guild need a national board?

A national board of directors will be necessary to constantly ensure the values and needs of a membership-driven organization are being heard as well as to provide strategic support for the office staff.

Will dues increase?

An increase in per member contributions to ease financial obligations during the transition is likely. Any approved increase will go into effect after July 1, 2006. GAT is reviewing the feedback received to the GAT Update II: A National Connection which asked about dues. The GAT will also review what the anticipated operating costs will be and what it will take to build the endowment at a reasonable rate. We plan to have the dues structure determined and communicated to every member before Executive Council.

How do we raise funds if we are not a chapter?

The GAT is exploring a wide range of opportunities for individuals to support VU students including fundraising. Fundraising initiatives will be valued as a way to build the endowment, but will not be the only way to serve. Members, working with the national leadership, will explore which current fundraisers best fulfill the mission, are profitable and appeal to members.

Will there be start-up funds available to members interested in developing their own fundraisers?

National will need to be consulted if revenue channels are needed to carry out a fundraiser.


Why give to Valparaiso University and the Guild?

Valparaiso University needs the generous support of its donors to meet all of the initiatives chosen to remain a competitive and comprehensive institute for higher learning. Giving to the Guild will benefit students. What we can do collectively as an organization is more than most of us will ever be able to do as individuals to support the well being of students directly. In addition, members will have an opportunity for fellowship among others with similar values and will have a voice in how funds are allocated.

Will men be included?

The language in the bylaws will not exclude men, but this will be an issue that future boards of directors will explore. For now, programming and membership recruitment strategies will focus on women. If men become a more active part of the organization, men will be asked for their input on styling the organization in ways that would meet their needs also.

Can we still get together?

YES! The friendship and fellowship that members have enjoyed can continue. 

If a question is not answered here, please submit it to Guild.Team@valpo.edu or through a chapter representative.

FEEDBACK FOR GAT REGARDING THE FUTURE OF THE GUILD

Your response to the following questions would be greatly appreciated:

- What excites you about the proposed new organization? Be specific.
- What concerns you about the potential plan for our organization? Be specific.
- How can you see yourself committed to this proposed new organization?

PLEASE
RESPOND

